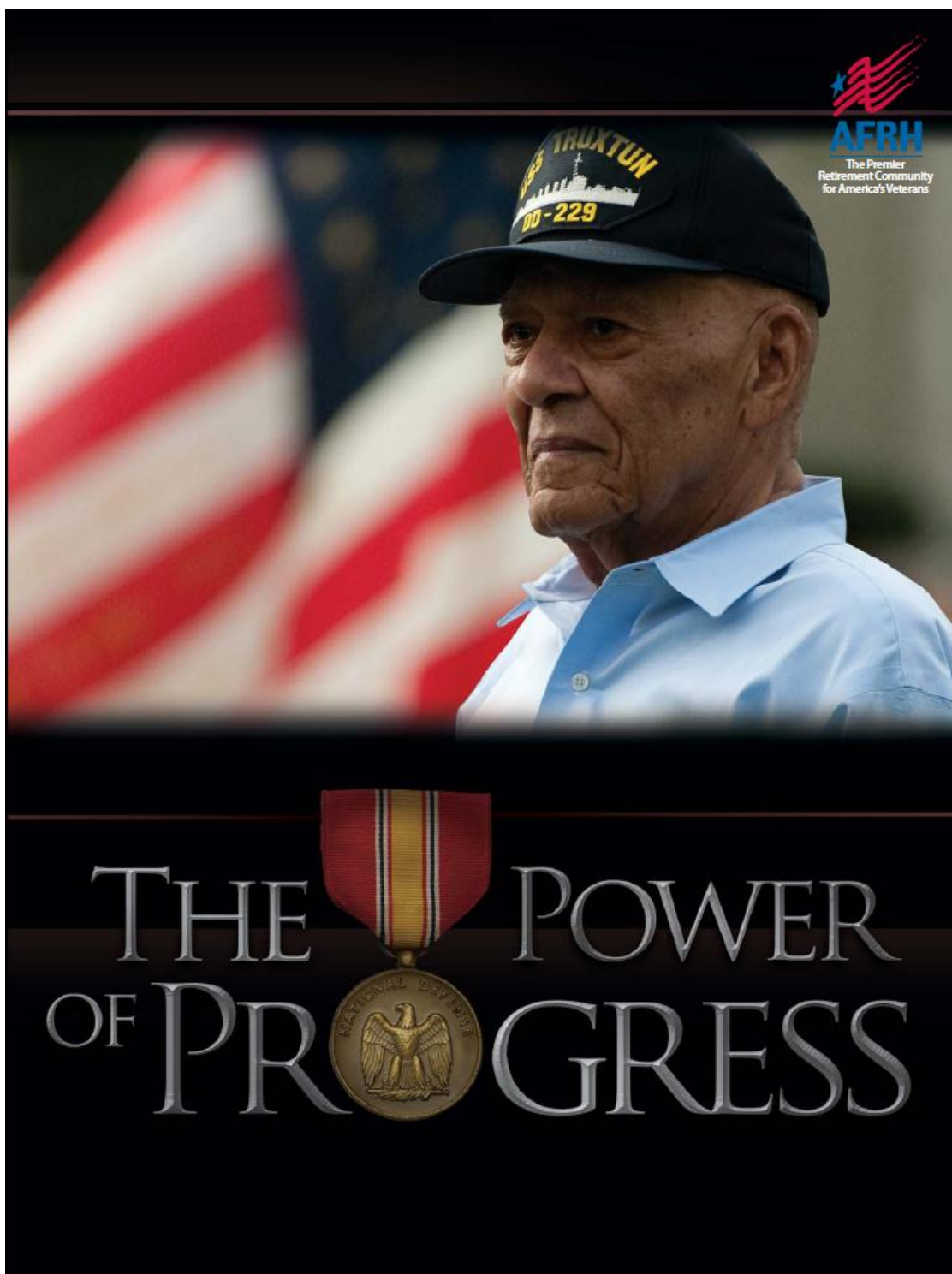


ARMED FORCE RETIREMENT HOME  
FY 2011-2012  
COMMUNICATIONS PLAN



July 2011

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## INTRODUCTION

Nearly two centuries ago, our nation made a *Promise* to safeguard its veterans as they age – as well as a Trust Fund to ensure them an affordable retirement option for years to come. For nine generations now, the Armed Forces Retirement Home (AFRH) has been haven for eligible service members in retirement. Our devoted staff serves residents with the same honor and commitment with which they served our great nation. And now, more than ever, AFRH is showing *The Power of Progress* in new and exciting ways.

In the past 10 years, the needs of the AFRH community and the facilities to support them have shifted dramatically – requiring swift and decisive action over the next decade to accommodate both.

In FY 2009 AFRH launched the Scott Project major community improvement project on our Washington campus. In FY 2011 AFRH is laying out its 10 year capital improvement projects timeline.

A communications plan to inform residents, neighbors, stakeholders, Congress, and the general public of progress and required activities is essential to ensure public confidence in the successful completion of the Washington Scott Project.

The staff of the Public Affairs Office has the chief role in executing and monitoring the Communications Plan.

## OVERVIEW

### WASHINGTON SCOTT PROJECT

The Washington community (AFRH-W) has endured difficult challenges in the past 10 years including the provision of emergency housing for the displaced Gulfport residents in the aftermath of Hurricane Katrina in 200 and changes in resident population expectations and deterioration of the Scott Residence. AFRH-W finds itself managing an expanding infrastructure that has become increasingly large, unwieldy and outdated for the community's needs. Standards of healthcare have evolved, energy requirements have grown and, most recently, costs have fluctuated dramatically, especially in energy.

In the President's Budget for Fiscal Year 2009, AFRH is highlighted under "Strengthening Infrastructure for the 21<sup>st</sup> Century" by improving housing for retired veterans and design funding for our Scott Project. In FY 2008, Congress appropriated \$800,000 for a vital study to determine the long-term viability of the Trust Fund. The study, the AFRH Long Range Financial Plan (LRFP), summarizes and provides insight into a lengthy and complex process that was undertaken to anticipate and plan for the future. It is available at [www.afrh.gov](http://www.afrh.gov) after its completion and submission to Congress (since March 2009).

The LRFP presents an overall vision for the future for AFRH. Inherent in that vision is how to maintain Trust Fund solvency while completing building transformations at both campuses. The resulting building project at AFRH-W approved and funded is the Scott Project. Within the Scott Project are many major elements: moving Assisted Living (AL) residents from the Scott Building to LaGarde; moving residents who have chosen to move to the new Gulfport home out of Sheridan and Scott; eventually moving all Scott residents to Sheridan; demolishing the Scott Building;

constructing a new facility to house common functions and a new healthcare center; and opening of the new facility; closing LaGarde; and eventually the renovating AL rooms and Independent Living (IL) rooms in Sheridan.

This project was funded with \$5 million plus during FY09 for concept and design. In the FY10 capital improvements were funded out of the Trust Fund for \$72 million. GSA is AFRH's partner for the construction.

### ***AFRH MASTER PLAN***

The National Defense Authorization Act for FY 2002 permitted AFRH through DoD to sell, lease or otherwise dispose of underutilized buildings and property. So, AFRH launched its real estate Master Plan. This Master Plan forms the basis of our risk management strategy.

The Master Plan focus is to preserve and improve the Home for the residents and the community. At the same time the Master Plan aims to create an additional revenue stream for the Trust Fund.

The Master Plan strives for new revenue to support our resident-focused care. This will help grow the Trust Fund and give us more capital to improve the campus. The Plan seeks to attract development at a fair market value that is compatible with the AFRH Mission.

In summer 2005, an open dialogue with the residents and neighbors began. At the close of FY06, a major milestone was reached: we chose three potential developers for the first AFRH redevelopment project. In 2007, a plan contract was awarded to Crescent Resources LLC, a North Carolina-based builder, as the preferred developer for a 77-acre parcel of land. In 2008 we finally received approval from the National Capitol Planning Commission (NCPC) to move forward with the Plan, now called the AFRH Financial Development Plan.

We were poised to continue with GSA as our development partner. Although postured, AFRH and Crescent never reached an agreement to proceed with the development on the campus. Although market conditions were deteriorating during the course of the discussions between AFRH and Crescent Resources, LLC (April 2007 – September 2008), the cessation of negotiations was based on the inability of our respective organizations to reach agreement on several fundamental transaction-related issues related primarily to the control structure of the transaction.

### ***AFRH CAPITAL IMPROVEMENT PLAN***

With the AFRH Long Range Financial Plan, AFRH began looking strategically forward to ensure the AFRH Trust Fund would remain solvent as it upgraded its physical plant. In FY 2011, AFRH began compiling the visions for each campus to put projects in a timeline to fund and improve each campus.

### ***RESIDENTS INVOLVEMENT***

In 2009 Congress approved our request to withdraw \$80 million from the Trust Fund for the Scott Project. The artists' rendition of the front cover of this issue of the Communicator gives the reader a general impression of the new atmosphere created with the removal of the current Scott building and the replacement buildings. A new

complex, consisting of a two-story Health Care Center for the Long Term Care and Memory Support units and a three-story building referred to as the Commons, which will house resident program and activity spaces, administrative and support offices as well as the Wellness Center, joined by a two-story connector, is completely functional yet it does not disrupt the historical ambience of our surroundings and in fact opens our spaces breathing new life into our campus.

AFRH has asked the RAC Chairman and Council members to form a committee for the Scott Project. There are also resident focus groups formed so that all residents will have an opportunity to share their ideas and concerns.

Stay active and get involved with our Resident Advisory Council and focus group meetings. Your input is valuable and we need everyone working together for the betterment of our Home.

## **COMMUNICATIONS**

### **MANAGEMENT**

The staff of the AFRH Public Affairs/Marketing manages, executes and monitors the Communications Plan. Public Affairs/Marketing also develops, implements, and evaluates all the efforts in this plan.

Key AFRH partners include the Chief Operating Officer (COO), the Deputy Chief Operating Officer/Chief Financial Officer (DCOO/CFO), Architect, Chief, Support Services (CSS), Corporate Planner and Integrator (CPI), Chief, Human Capital Officer (CHCO), AFRH-W Director, AFRH-W Service Chiefs, AFRH-W Ombudsman, members of the Resident Advisory Council (RAC), and the Corporate Planner and Integrator.

The GSA Project Manager for each project manages the flow of information to AFRH and provides updates as requested.

### **STRATEGIES**

The strategy is to engage target audiences who are interested in the AFRH or GSA's role in AFRH's new construction/capital improvement projects. This is done by providing meaningful information on a timely basis to demonstrate progress throughout the process.

Press approach will initially be to provide information to interested news media on an as requested basis, then use specific milestone events to focus and heighten news media attention.

### **TACTICS**

#### *Media Relations*

Utilize any media to expand awareness of the new construction and how it supports AFRH and DoD Interests. Provide interested news media with facts and updates.

#### *Internet*

Use the AFRH Website ([www.afrh.gov](http://www.afrh.gov)) as a compelling medium to deliver information to the press and public in a timely manner. Post updates, information sheets, notices, and releases, highlight milestones, show photos of construction process.

#### *Progress Reporting*

GSA and AFRH will hold meetings. GSA will provide quarterly reports. AFRH will hold events for passing information in timely increments.

GSA will make available to key AFRH staff read access to GSA's Project Information Portal. The Project Information Portal (PIP) is a nationwide system for tracking GSA PBS's capital construction program and will provide up to date progress, images, and detailed data about the project.

#### *Special Events*

Use key milestones such as agreement signings, demolition of existing building, ground breaking ceremonies, ribbon cuttings, etc. to highlight progress.

#### *Speaking Events and Appearances*

Engage key audiences with updates on the new building. Senior leaders include comments on AFRH's new building projects in speeches to identified key audiences as appropriate.

*Fact Sheets*

Provide press, in response to queries, with the facts of the new construction and updates on its progress.

Tools to be used to inform stakeholders and solicit feedback include:

Focus Groups

Weekly Bulletin/Plan of the Week

Communicator newspaper

The Resident Channel

Informal discussions

Town Hall Meetings

Mailings

News releases

Resident Advisory Council (RAC) meetings

Scott Project Timing

GSA Progress Reports monthly during design and construction

AFRH weekly updates on AFRH website

**DESIRED OUTCOMES**

The desired outcomes of the communications efforts for AFRH are the following:

- 1) Inform stakeholders and the public
  - Exchange timely, accurate information about the status and progress of AFRH capital improvements
  - Employ multiple media outlets
  - Provide one AFRH voice
- 2) Educate stakeholders
  - Understand AFRH's vision of a Health and Wellness philosophy of aging - creating a unique community of former military, meeting their needs, and fostering their independence
  - Increase understanding of "aging in place" and Activities of Daily Living (ADL) principles
  - Gain wider acceptance of AFRH efforts in modernizing physical structures for senior living and leisure spaces
  - Understand AFRH's commitment to maintain the historical heritage in Washington
  - Share understanding of goals and outcomes of capital improvement projects

## **WASHINGTON SCOTT PROJECT**

The Scott Project refers to a comprehensive multi-phase project to make needed capital improvements to the AFRH-W community facilities. AFRH serves several specifically defined categories of population (Independent Living (IL), Assisted Living (AL), and Long Term Care (LTC) (to include and Memory Support (MS)). The Scott Project encompasses the renovation and new construction required to provide a new Healthcare Center for LTC and MS and the associated Commons spaces used by the entire population.

Existing Washington buildings are aging and need major upgrades (or replacement). Also, the LaGarde Building, which houses healthcare functions, will be closed in the future per South Campus (Zone A) development.

The initial focus was to undertake a major renovation of the now closed 60-year-old Scott Building (totaling 355,000-square-feet). Scott currently houses resident living units and primary “common areas,” such as kitchen and dining, library, theatre, administrative offices, etc. After extensive analysis, it was determined that renovation was not feasible, due to the many obstacles associated with this massive, aging structure (E.g., inadequate room heights for healthcare functions, oversized and inefficient commons spaces, and unachievable energy conservation goals). Also, the large cost of a total renovation was estimated to be well beyond our funding allowance.

As a result, the team concluded the preferred alternative is to replace the existing Scott Building with a new building.

AFRH continues fulfilling its resident driven vision “to actively nurture the Health and Wellness Philosophy of Aging” by reshaping and improving its operations through the Scott Project. Additionally, AFRH-W is moving forward to reduce the footprint in order to bring all levels of care and services into closer proximity for easy resident access.

A major objective to be achieved with the Scott Project is having the ability to allow AFRH residents to “age in place” where they are comfortable in their surroundings. Now, residents must travel relatively long distances to attend to their daily needs such as checking mail, dining, hobby areas and such. Also, standards of healthcare have evolved, energy requirements have grown and, most recently, costs have fluctuated dramatically, especially in energy.

Within the Scott Project are many major elements: moving Assisted Living (AL) residents from the Scott Building to LaGarde; moving residents who have chosen to move to the new Gulfport home out of Sheridan and Scott; eventually moving all Scott residents to Sheridan; demolishing the Scott Building; constructing a new facility to house common functions and a new healthcare center; and opening of the new facility; closing LaGarde; and eventually the renovating AL rooms and Independent Living (IL) rooms in Sheridan.

The new building will accommodate “right-sized” common areas and the healthcare functions – in energy efficient structures designed to current building codes and in compliance with the latest standards and practices in senior care design. This approach also makes the best use of the Sheridan Building, which was renovated in 1998 to accommodate the projected IL and AL populations.



The anticipated new building, with a combined area of 177,000 square feet, will house the Commons functions and the Healthcare Center. The Healthcare Center will accommodate LTC and MS residents in closer proximity to the IL and AL residents. This option has the advantage of drawing LTC and MS residents into the community, instead of the current setup where they are housed in the remote LaGarde Building. The new building will include a progressive Wellness Center (routine medical, dental and ophthalmology). This fosters the concept of "aging-in-place" by providing Assisted Daily Living (ADL) support while allowing the residents to remain independent. A proposed underground tunnel will connect the residential building with the common spaces and healthcare.

The new Commons will be located in the same general area as the current Scott Building, thus minimizing the effect of construction on the facility's historic components. Also, the view from the Lincoln Cottage will be greatly improved due to the much lower profile of the Healthcare Center.

The implementation of this program will require several ancillary projects, such as the permanent relocation of the on-site IT Center and Scott/Sheridan chiller plant – both of which are currently housed in Scott. Also, temporary spaces will be required to maintain operations during construction – such as a dining area, wellness center and administrative offices. These functions which were housed in Scott, then temporarily repositioned in March 2011, will eventually be relocated to the new Commons.

## **ROLES AND RESPONSIBILITIES**

### AFRH PAO/Marketing

Lead spokesperson

Point of contact for all questions

Maintain admission waiting list

Provide information on waiting list to AFRH staff preparing for resident occupancy

Coordinate all communications between AFRH staff and residents

Photograph all aspects of project (meetings, construction progress, events)

Plan and execute Grand opening media event

Coordination with GSA PAO for Press Releases

Conduct focus groups for Washington residents

### AFRH Architect

Coordinates all tasks with GSA during design and construction

Set up temporary dining facility

Conduct meetings to include AFRH staff in planning and decision making through design and construction

### AFRH Corporate Planner

Provide timelines, key facts, figures, and requirements regarding: resident relocation, staff and services relocations, (moves between Scott and Sheridan, LaGarde and the new Healthcare building)

Provide timelines, key facts, figures, and requirements regarding any facet of the Scott Project

Work with relocation of clinics (optometry, podiatry)

### AFRH Chief Human Capital Officer

Analyze staffing requirements

Perform all staffing transfers, hiring, downsizing, and reassignments

AFRH-W Director

Coordinate staff and resident input to Scott Project  
Arrange temporary clinic operations (dental)

AFRH-W Resident Services

Provide room assignments  
Review and validate resident information as required for moves  
Arrange personal goods transfers between Scott and LaGarde (ongoing),  
Provide information updates to PAO for publication and distribution

AFRH-W Healthcare Services

Provide healthcare assessments requirements information on a continuous basis

AFRH-W Ombudsman

Coordinate with Resident Advisory Council (RAC) and provide updates  
Coordinate information needs with PAO for resident requirements

AFRH-W Resident Advisory Council (RAC)

Set up a Resident Scott Project Committee  
Provide information for focus groups

GSA

Provide ongoing information to AFRH Architect and PAO for distribution regarding construction progress  
Coordinate media and press releases as needed

**THEMES**

The Scott Project is an integral part of the AFRH Strategic Plan. Based on the findings of the LRFP, the transformation of the AFRH-W campus contributes to AFRH goals and objectives.

AFRH objectives for the Scott Project:

- Promotes Resident Driven philosophy
- Enables Aging in Place
- Contributes to Residents' continuing Vitality
- Provides safety and accessibility
- Provides Independent Living
- Provides Assisted Living and Memory Support
- Promotes Financial Stewardship
- Meets Residents' physical, mental and spiritual Needs
- Provides support to all residents
- Is environmentally friendly
- Meets ADA compliant requirements
- Contain costs by using economies and efficiencies
- Create an optimum resident capacity equivalent to AFRH-Gulfport
- Reduce the AFRH-W footprint operating only buildings that are mission critical

Key messages:

Residents will continue to call AFRH-W "home" during the construction which will affect their way of life. Using the Resident-Driven focus, AFRH will use the utmost care and consideration to minimize disruption of their activities and reduce inconveniences.

Modernize outdated facilities on AFRH-W by replacing them with energy efficient, ADA compliant spaces and to meet AFRH "aging in place" vision.

The Scott Project is on-time, within budget, meets scope, is of high quality and communicates its process to stakeholders throughout the entire effort.

## **STAKEHOLDERS**

Residents – current and prospective  
Resident organizations  
AFRH staff members/contractors  
Active duty military  
Retired military  
Members of DoD and Congress  
District of Columbia city officials  
Washington Metropolitan area community  
Resident family members  
Volunteers  
AFRH Partners  
Veteran Service Organizations (VSOs)  
National Capital Planning Commission  
National Trust for Historic Preservation  
Other Federal agencies

## **TIMELINE**

<b>SCOTT PROJECT: TIMELINE</b>	
GSA Memorandum of Agreement Signed	Aug 2008
Scott Project Feasibility Study Conducted	Mar 2009
Construction Manager (CM) Awarded	June 2009 - Apr 2013
Design Bridging (A/E) Awarded	June 2009 - Dec 2010
Design/Build to be Awarded	Mar 2011
Demolition of Scott Building	May - Aug 2011
Construction of Scott Building	Sep 2011 - Dec 2012
Residents Move into new "Commons"	Jan 2013
Renovate Sheridan 2 <sup>nd</sup> and 3 <sup>rd</sup> Floors for AL	Jan 2011 – Dec 2012
Residents Move into Sheridan Main Floor	Feb 2013

## **COMMUNICATIONS EVALUATION**

Periodic feedback will be collected from stakeholders to ensure enough information is being distributed. New questions and answers will be continually gathered and added to the list.

Routine staff meetings will address any glitches, miscommunications, wrong information, and additional data that will be needed.

As Scott Project proceeds, this Communication Plan must be augmented with details, questions and answers that arise, and any modifications that occur.

## **POINTS OF CONTACT**

### Main Contact:

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Updated July 31, 2011

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## **AFRH MASTER PLAN**

### **ROLES AND RESPONSIBILITIES**

#### AFRH PAO/Marketing

Lead spokesperson

Point of contact for all questions

Coordinate all communications between AFRH staff and residents

Photograph all aspects of project (meetings, construction progress, events)

Plan and execute any media events

Coordination with GSA PAO for Press Releases

Conduct focus groups for Washington residents

#### AFRH Architect

Coordinates all tasks with GSA during planning

Conduct meetings to include AFRH staff in planning and decision making through design and construction

### **THEMES**

The National Defense Authorization Act for FY 2002 permitted AFRH through DoD to sell, lease or otherwise dispose of underutilized buildings and property. So, AFRH launched its real estate Master Plan. This Master Plan forms the basis of our risk management strategy.

The AFRH Master Plan focus is to preserve and improve the Home for the residents and the community. At the same time the Master Plan aims to create an additional revenue stream for the Trust Fund.

The Master Plan strives for new revenue to support our resident-focused care. This will help grow the Trust Fund and give us more capital to improve the campus. The Master Plan seeks to attract development at a fair market value that is compatible with the AFRH Mission.

In summer 2005, an open dialogue with the residents and neighbors began. At the close of FY06, a major milestone was reached: we chose three potential developers for the first AFRH redevelopment project. In 2007, a plan contract was awarded to Crescent Resources LLC, a North Carolina-based builder, as the preferred developer for a 77-acre parcel of land. In 2008 we finally received approval from the National Capitol Planning Commission (NCPC) to move forward with the Plan.

We were poised to continue with GSA as our development partner. Although postured, AFRH and Crescent never reached an agreement to proceed with the development on the campus. Although market conditions were deteriorating during the course of the discussions between AFRH and Crescent Resources, LLC (April 2007 – September 2008), the cessation of negotiations was based on the inability of our respective organizations to reach agreement on several fundamental transaction-related issues related primarily to the control structure of the transaction.

#### Key messages

The Master Plan has been approved (July 08).

Due to economic conditions, implementation of the plan is being relooked.

GSA remains AFRH's partner.

## **POINTS OF CONTACT**

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## **AFRH CAPITAL IMPROVEMENT PLAN**

### **ROLES AND RESPONSIBILITIES**

#### AFRH PAO/Marketing

Lead spokesperson

Point of contact for all questions

Coordinate all communications between AFRH staff and residents

Photograph all aspects of project (meetings, construction progress, events)

Plan and execute any media events

Conduct focus groups for Gulfport and Washington residents

#### AFRH Facilities Managers

Coordinates all tasks with contractors during planning

Conduct meetings to include AFRH staff in planning and decision making through design and construction

### **THEMES**

The AFRH Capital Improvement Plan focus is to preserve and improve the Home for the residents and the community.

AFRH has a vision for its entire agency:

"A retirement community committed to excellence, fostering independence, vitality and wellness for veterans and staff, making it a vibrant place in which to live, work and thrive."

For the AFRH Capital Improvement Plan, this Agency vision was the basis for a more in-depth exploration of what AFRH aims to achieve. During facilitation meetings for the Gulfport and Washington campus capital improvements, members from each community helped to develop individual visions for the respective locations. The visions for AFRH-G and AFRH-W serve to specifically guide this capital improvement planning effort

#### Key messages

AFRH seeks to preserve and improve the Home for the residents and the community, respecting the historical and environmental nature of the sites.

AFRH has embarked on a long range and strategic view for the future residents of AFRH.

### **POINTS OF CONTACT**

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## **GSA INVOLVEMENT**

One purpose of the communications plan is to pursue enhanced communications between GSA and AFRH on the Scott Project. Each should work together through defined roles and responsibilities. Any communications efforts should be developed and coordinated along project timelines. It is critical to ensure an ample flow of information between staff, contractors, and oversight personnel. GSA and AFRH must coordinate time released and time sensitive news updates.

## **WASHINGTON SCOTT PROJECT ROLES AND RESPONSIBILITIES**

### AFRH PAO/Marketing

Lead spokesperson on the overall Scott Project

Provide information relating to:

- resident and staff moves, relocations, opening and closing of buildings
- overall transfers of functions
- chillers and IT
- Steam plant
- Development Plan impacts
- South Campus development

Defer to GSA on construction process

Analyze and evaluate program needs and advises GSA of approaches to take to attain program goals

Advise the GSA Project Manager and other management officials of information that should be made available to the public

Discuss Scott Project benefits to AFRH

Coordinate with GSA to clear updated information and to ensure information sharing and a common understanding

Informs GSA of media interest received

### AFRH Architect

Conduct meetings to include AFRH staff in planning and decision making

Coordinate all tasks with GSA

Gather AFRH-W staff and residents for decision making requirements

### AFRH-W Ombudsman

Act as a liaison with Resident Advisory Council and residents

### GSA

Lead spokesperson on demolition and new AFRH construction

Provide information relating to:

- new building requirements
- specifics of the MOA
- drafting RFQ/RFP (bid packages) solicitation
- financial agreement with the design/builder and construction process
- construction timeline and milestones
- construction program costs

Defer to AFRH on the overall Scott Project

Seek AFRH guidance on program goals throughout project

Coordinate with AFRH to clear updated information and to ensure information sharing and a common understanding

Inform AFRH of media interest received

Provide monthly progress updates during design and construction

### WASHINGTON SCOTT PROJECT THEMES

AFRH-W is home to those residing there and all the construction will affect their way of life. Utmost care and consideration must be undertaken to minimize disruption of their activities and reduce inconveniences.

Modernize outdated facilities on AFRH-W by replacing them with energy efficient, ADA compliant spaces equivalent to those in the newly built AFRH-Gulfport.

The Scott Project is on-time, within budget, meets scope, is of high quality and communicates its process to stakeholders throughout the entire effort.

### GSA WASHINGTON SCOTT PROJECT TIMELINE

	Activity	2009	2010	2011	2012	2013
a.	Complete/Reopen Gulfport Facility					
b.	Prepare Bridging Documents for Scott Project; Design for Chiller Plant / IT Center					
c.	Relocate Chiller Plant					
d.	Relocate IT Center					
e.	Prepare Temporary Dining Facility					
f.	Prepare and Relocate Temporary Wellness Center					
g.	Prepare and Relocate Admin. Offices					
h.	Evacuate Old Scott Building / Move to Gulfport					
i.	Bid and Award Design/Build Contract					
j.	Design Commons & Healthcare Ctr.					
k.	Demolish Old Scott Building					
l.	Construct Commons & Healthcare Ctr.					
m.	Install FF&E and Move Into New Buildings					
n.	Relocate LTC and MS residents from Lagarde to new Healthcare Ctr.					
o.	Restore Commons Areas in Sheridan					
p.	Build-out Assisted Living Area in Sheridan					
q.	Relocate AL residents from LaGarde to Sheridan					
r.	Restore Commons Areas in Sherman					

## **WASHINGTON SCOTT PROJECT QUESTIONS AND ANSWERS**

Q: What is the Scott Project?

A-The Scott Project is a comprehensive multi-phase project to make needed capital improvements to the AFRH-Washington community facilities. Starting in FY09, this project is phased over several years.

Q-Why did AFRH decide not to renovate, but to tear down the circa 1950s Scott Building?

A-After extensive analysis, it was determined that renovation was not feasible, due to the many obstacles associated with this massive, aging structure (E.g., inadequate room heights for healthcare functions, oversized and inefficient commons spaces, and unachievable energy conservation goals). Also, the excessive costs associated with a total renovation were not as economical as new construction.

Q-What are the potential cost savings of this new building? How are these savings achieved?

A-GSA believes potential cost savings are associated with new construction. Because disclosure of this information may be a potential negotiating point among contract bidders, it would be inappropriate to discuss until after the contracts are awarded.

Q-How is the Scott Project funded?

A-The Scott Project is funded totally from the AFRH Trust Fund.

Q-What name will the new building be given?

A-The working names for the 2 new buildings are the Commons and the Healthcare Center. No final determination has been made yet as to specific names. AFRH will work with the residents to make a decision.

Q-What will the new building look like?

A-The concept designs completed in July 2010 are posted on the AFRH website, in showcases at AFRH-W, and in the AFRH Communicator.

Q-What will the new facilities have in the way of spaces and/or accommodations?

A-The anticipated new building, with an approximate area of 177,000 square feet, is referred to as the Commons building with the Healthcare center. The Healthcare center will accommodate LTC and MS residents in closer proximity to the IL and AL residents instead of the current setup where they are housed in the remote LaGarde Building.

The new Commons will include a progressive Wellness Center (medical, dental and ophthalmology clinics). The new Commons will be located in the same general area as the current Scott Building, thus minimizing the effect of construction on the facility's historic components.

The implementation of this program will require several ancillary projects, such as the permanent relocation of the on-site IT Center and Scott/Sheridan chiller plant – both of which were housed in Scott. Also, temporary spaces are required to maintain operations during construction – such as a dining area, wellness center and administrative offices. These functions were housed in Scott and will eventually be relocated to the new Commons.

## **WASHINGTON SCOTT PROJECT COMMUNICATION EVALUATION**

Periodic feedback will be collected from stakeholders to ensure enough information is being distributed. New questions and answers will be continually gathered and added to the list.

Routine staff meetings will address any glitches, miscommunications, wrong information, and additional data that will be needed.

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## **APPENDIX A - QUESTIONS AND ANSWERS ABOUT SCOTT PROJECT**

Q-What is the Scott Project?

A-The Scott Project is a comprehensive multi-phase project to make needed capital improvements to the AFRH-Washington community facilities. Starting in FY09, this project is phased over several years.

Scott Project includes renovating the Bowling Center, changing to a keyless entry system for the Sheridan (by 2013), and overall giving a facelift to the Washington campus.

Q-Why did AFRH decide not to renovate, but to tear down the circa 1950s Scott Building?

A-After extensive analysis, it was determined that renovation was not feasible, due to the many obstacles associated with this massive, aging structure (E.g., inadequate room heights for healthcare functions, oversized and inefficient commons spaces, and unachievable energy conservation goals). Also, the excessive costs associated with a total renovation were not as economical as new construction.

Q-Didn't AFRH just replace the roof on the Scott Building recently?

A-Yes, the conditions were hazardous to resident so AFRH had to repair it to keep residents safe.

Q-Didn't AFRH replace the chillers in the Scott Building a few years ago?

A-Yes, About 6 years ago, the chillers were replaced. They are being relocated behind the Sheridan starting in December 2010 in a new building.

Q-What are the potential cost savings of this new building? How are these savings achieved?

A- GSA believes potential cost savings are associated with new construction. Because disclosure of this information may be a potential negotiating point among contract bidders, it would be inappropriate to discuss until after the contracts are awarded.

Q-What is the timeline for this process?

A-Between April 2011 and May 2011, interior ('soft') demolition began. The 'hard' demolition starts on July 1 with an anticipated 3 month completion, that is, the Scott Building will be torn down. The new facility will be ready in 2013.

Q-When will AFRH move into the new Commons building?

A-January 2013

Q- How is the Scott Project funded?

A- The Scott Project is funded totally from the AFRH Trust Fund.

Q-What name will the new building be given?

A- The working name is the Commons building. No final determination has been made yet as to a specific name.

Q-Will the name Scott Building be retained?

A-A combination of residents and staff will determine the name.

Q- What will the new building look like?

A- The current concepts are posted on the website [www.afrh.gov](http://www.afrh.gov), on showcases and in the AFRH Communicator for residents to see. Some part of the buildings will be below the natural sloping grade as you look toward the Capitol.

Q- What will the new facilities have in the way of spaces and/or accommodations?

A- The anticipated new building with an approximate area of 170,000 square feet is referred to as the Commons building. The Healthcare center will accommodate LTC and MS residents in closer proximity to the IL and AL residents instead of the current setup where they are housed in the remote LaGarde Building.

The new Commons will include a progressive Wellness Center (medical, dental and ophthalmology clinics). The new Commons will be located in the same general area as the current Scott Building, thus minimizing the effect of construction on the facility's historic components.

The implementation of this program will require several ancillary projects, such as the permanent relocation of the on-site IT Center and Scott/Sheridan chiller plant – both of which were housed in Scott. Also, temporary spaces will be required to maintain operations during construction – such as a dining area, wellness center and administrative offices. These functions were housed in Scott and will eventually be relocated to the new Commons.

Q-In the new building, how will heating and cooling be regulated?

A-The plans call for BOS (Building Operating System) that will allow individual controls in rooms in the new building.

Q-Will there be charges for the ATM?

A-No charges are incurred when you use the card for the bank that operates the ATM.

Q-Where will ceramics and the wood shop be in the new concept?

A-Both ceramics and the wood shop will remain where they are now.

Q- When AFRH tears down the Scott Building, then the number of resident rooms will decrease. What will be the resulting resident capacity at AFRH-W?

A-To reduce operational costs, increase efficiencies, and maintain state-of-the-art services, AFRH has determined to make AFRH-G and AFRH-W equivalent in capacity. The resulting resident capacity at AFRH-W will be 568 comprised of 450 IL, 58 AL, and 36 LTC and 24 MS. Starting in 2013, AL will be located in the Sheridan. An external elevator on the south end of Sheridan will be dedicated to AL rooms. During the transition period, there will be 200 beds in LaGarde and 468 IL rooms in Sheridan. When the IL population decreases, then the number of residents in various levels of care will decrease proportionately. All healthcare will be accommodated in LaGarde until the other areas are ready and the appropriate numbers are reached.

Q-Where are LTC and AL being moved?

A-Assisted Living residents will live in the 2nd and 3d floors of the 3rd and 4th wings of Sheridan. In 2013, LaGarde will be closed and all healthcare will reside in the new building.

Q-What kind of resident rooms will be in the new Healthcare area?

A-All single rooms.

Q-Will the new building be closer to Sheridan?

A-Yes, we are trying to move common activities closer to the Sheridan. So the building is designed to reduce distances.

Q-How many LTC rooms are there now and how many will there be?

A-Currently, LaGarde has 95 LTC and 24 MS. In new building, with a reduced population, we will house 36 LTC and 24 MS. Our Independent Living Plus (ILP) will help keep residents independent as long as possible.

Q-Will Independent Living Plus (ILP) cost extra?

A-Currently, ILP is a pilot program and AFRH is working the bugs out. DoD has to decide, but costs should be minimal.

Q-Will Assisted Living in Sheridan have its own dining room?

A-Yes. However, this will not start until the new building is completed (in 2013). The AL area will have its own elevator at the south end of Sheridan.

Q-Why is AFRH reducing the number of residents at Washington?

A-Implementing the one model concept for equivalent facilities, now in Washington and Gulfport, AFRH is free to address all those eligible former military in other parts of the US which cannot be served now.

Q-If residents lived in Scott, what happened to them?

A-All residents were relocated to Sheridan as of December 3, 2010.

Q-Who paid for the Scott to Sheridan move?

A-AFRH covered the cost of the move, phone, and cable relocation if AFRH required the move because of this project. If a resident moved on his/her own, then he/she is responsible for the cost of the move.

Q-If I live in LaGarde, what is happening to LaGarde?

A-When the new Healthcare building is completed in 2013, you will be relocated from LaGarde to that new Healthcare building. The only impact to you is the closures in the Scott such as the theater, the library, and the bank which are relocated.

Q-What is going on in Sheridan all the time during the teardown of Scott?

A-Sheridan is the permanent location of all IL on AFRH-W. From 2011-2103, it will be the temporary location of AFRH-W administrative offices, admissions, library, 24 hour canteen, Federal Credit Union, podiatry and optometry, psychiatry, wellness satellite, business office, Ombudsman, new resident lounge, volunteer services, social workers. Sheridan will have its systems upgraded (chiller). In 2013, Sheridan will be upgraded for AL.

Q-In the Sheridan Building, will there be a larger elevator?

A-There will be a double door elevator.

Q-Will Sheridan be renovated?

A-Yes, after the new building is completed. We plan to have the elevators replaced. All walls will be painted.

Q-Where is the transition theater?

A-Sherman annex, 1<sup>st</sup> floor. When the Commons is finished, there will be a Community Center which will be the theater.

Q-Will the school still be housed in Sherman North during the transition?

A-Yes.

Q-Where is dining relocated?

A-Between 2011 and 2013, dining is located in Sherman Annex, north side.

Q-How many residents can eat in the Sherman Annex at one time?

A-270

Q-How do residents reach the dining in Sherman?

A-The south side elevators take residents from the ground level up. The north side elevator has been upgraded with a new sleeve.

Q-How many BPVs can fit in the elevators at once?

A-Sherman North can only accommodate 1 BPV at a time. Sherman South elevators can handle 2 at a time each.

Q-How long is dining located in the Sherman?

A-Approximately two years.

Q-Where is the food be prepared?

A-During the transition period, food is prepared in LaGarde. The LaGarde kitchen has expanded cooking areas and storage. Special trucks transport the food to Sherman. Salads are prepared in what is now the Defender's Inn. There are 3 lines: regular, diet, and fast food. Additionally, a grill for made to order eggs is in place.

Q-Are the dining hours the same?

A-Breakfast had to be moved to start at 7 am in the Sherman to allow transportation of the food from LaGarde.

Q-Do residents have a full breakfast?

A-Everything remains the same including a grill to cook eggs to order.

Q-What kind of silverware and dishes are provided during the transition?

A-Residents are able to eat on regular china and use silverware (not paper).

Q-What kind of connection is provided from the Sheridan to the Sherman for residents to walk to the new dining area?

A-AFRH created a street level walkway from Sheridan to Sherman. It is covered and blocked off from the street. Only IL residents use the pathway. AL and LTC/MS residents are housed in LaGarde and dine there.

Q-Is Lady Sheridan remaining on the first floor during the transition?

A-Yes.

Q-How is the mail room operating?

A-The mail room during the transition will continue to operate in the Sheridan.

Q-Where is the Canteen in the transition period?

A-It is co-located with the Library in G-006 which is in the same hallway as the Wood Shop.

Q-Where is the Health & Wellness Center located when Scott is torn down?



A-A satellite nurses' station is on the Sheridan first floor with nurses available to go to resident rooms, as needed. The Wellness Center relocated to Sheridan. A waiting room is off the hallway.

Q-Where is the library?

A-The library is co-located in the area where the Canteen is outside of the AAFES store. Groups of books by themes are on different floors in the Sheridan.

Q-Where is the wrapping room?

A-It is in the room on the left after the Beauty Shop, close to the Post Office.

Q-Where are the chaplains?

A-Chaplains are in Stanley and Rose chapels during the construction period.

Q-Where is the Meditation Room during the Transition?

A-Resident Services is working that relocation but it will be in the multi-purpose room.

Q-Where is the Business Center?

A-The Business Center is in Sherman ground floor during the transition period.

Q-Where will the new Mail Room, dining, and the Bank located?

A-In the new Commons on the Ground (Garden) level.

Q-Will we keep the same mail address or get a new one?

A-The Post Master will determine that.

Q-How will mail be delivered?

A-Not sure right now. The Post Master will have to determine that.

Q-What is the capacity of the new Dining area in the Commons?

A-250

Q-From the new Dining area in the Commons will we be able to walk outside to have barbeques?

A-Yes. A barbeque area with tables is designed right outside the Dining area.

Q-Will we still have the cleaners, the Exchange, and the lounge?

A-Yes. The PX will remain in the Sheridan, although it is slightly reconfigured during the transition period. Working with the Resident Committee, the goal is to make places easier to access and provide better service.

Q-Do we still have a lounge during the Transition Period?

A-Not during the transition. Beer is sold in the vending machines. The new facility will have a lounge.

Q-What is the seating capacity in the Club Room in the new Commons?

A-25

Q-Where will Security be located in 2013?

A-Security will be in the lobby area in the new Commons and will be open 24 hours a day, seven days a week.

Q-Where are the card rooms?

A-Residents will be able to play cards either in the Club Room or in the Multi-purpose room in the new Commons. There are also rooms in the Sheridan.

Q-Will we have safe deposit boxes?

A-In the fall of 2011 all rooms will have safes. Plans are being made to install digital safes in each IL room in Sheridan.

Q-Who will have a key to my safe?

A-There will be no keys because the safes will be digital. Resident Services will have access in case of an emergency.

Q-Why do we need a safe in our rooms?

A-Because there is not enough room in Sheridan for a separate room for safe deposit boxes. This gives residents more freedom to store their valuables and documents.

Q-How long is the time between vacating Scott and moving into the new building?

A-Scott will be demolished in FY11 (around September 2011) and then the new building completed in 2013.

Q-Will we lose parking spaces?

A-Parking spaces will be relocated.

Q-Will we need additional parking spaces if LaGarde staff moves up to the upper campus?

A-The number of beds and therefore, staffing will change. Parking will be taken into consideration.

Q-Are any new admissions going to be allowed?

A-Only when space is available.

Q-Will my resident user fees change?

A-No, the resident user fee remains the same except when a cost of living increase is authorized by Congress.

Q-What are the long term plans for Sherman?

A-AFRH will maintain Sherman and it will house the AFRH corporate staff as it does now. The Ham Radio room will remain, but AFRH may lease other parts of Sherman.

Q-What is the future of LaGarde?

A-AFRH will mothball it once it is emptied so it can be leased.

Q-Will the new buildings meet the mandates for "green" environment?

A-Yes, that is part of the plans. GSA is aiming for LEED Gold.

Q-If you widen the tunnel, will it be two levels?

A-It cannot be two levels because of Eisenhower Road.

Q-What kind of tunnels will there be?

A-There will be 2 tunnels and 2 elevators connecting Sheridan to the new building. One tunnel will be for maintenance and food deliveries.

Q-How many elevators will be in the new Commons?

A-Three elevators.

Q-Will there be a linen exchange for Independent Living?

A-Only for Assisted Living, Long Term Care, and Memory Support.

Q-Where will the Fitness Center be when the Scott Project is finished?

A-In the new Commons Building next to the swimming pool.

Q-What will occupy the space in the Sheridan that is the current Fitness Center?

A-The maintenance workers will use that space.

Q-Where is movie night being held during the transition period?

A-In the Sherman Building annex area.

Q-Where will movies be in the new Commons?

A-Movies will be shown in a 100 seat theater, not the Multi-Purpose Room.

Q-Where is bingo held during the transition?

A-In the Sherman basement is a multi-purpose room with a smaller tv room adjacent. Bingo and ice cream socials are held in there.

Q-How will the construction affect parking on campus?

A-The front of the existing Scott Building and behind are affected by the construction. The Rose Chapel will be separated with special access. So any parking on the sides and rear of Scott will be blocked off.

Q-What will be the hours that construction will occur?

A-As with any large construction site, hours are typically 7 am to 6 pm.

Q-Will our user fee go down due to the construction?

A-No. The user fee is set by Congressional Law.

Q-What measures are being taken to make this a Green project?

A-The architects are required to design for at least Silver LEED per GSA.

Q-When is the demolition of the old Scott building?

A-Interior demolition began in May 2011. Exterior ('hard') demolition will begin in July 2011. It should be completed in 45 days.

Q-How will the debris from the demolition be removed from the area?

A-Some concrete and other materials from the old building will be crushed and used as fill for the foundation for the new building. The excess debris will hauled away through the Scales Gate.

Q-Can we drive through Scale Gate during construction?

A-That is still to be determined, but residents may have limited access.

Q-Is this a cost plus contract?

A-No, this is a fixed price contract.

Q-Will the parking lots be retained?

A-We have a plan for the parking lots, but we must be flexible if we need them during the construction.

Q-What about the soil?

A-Yes, we have plans to conserve the soil that will ensure holding the foundations in place.

Q-Can we have progress meetings to show the comparisons with the budget?

A-GSA monitors schedule versus expenditures very closely and are confident that the team has the right players with the right budget. We promise to deliver on time and within budget. Yes, we will give updates monthly.

Q-What are they going to do about all the construction noise dust?

A-Safety is the number 1 issue. It will be noisy and dusty because it is a large construction site. The contractor will make every effort to make the area around the construction safe.

Q-What about the air quality during the demolition?

A-An air quality inspector will be at the construction site at all times. If the air quality becomes dangerous, construction will stop for the day. All residents will have to remain indoors for that day and all necessary precautions will be in place the entire time.

Q-Are they going to tear down the Scott or implode it?

A-The Scott will be demolished.

Q-When will Scott be torn down?

A-Construction fences will be in place about May 2011.

Q-Who is the contractor for the Scott project?

A- The contractor is Hensel Phelps Construction Company.

Q-When will construction start?

A-When the demolition is completed in the fall 2011.

Q-Will we lose any services with the project?

A-No. Services currently available will continue to be available throughout the construction. All that were in Scott were relocated.

Q-What will happen to the road and the landscaping?

A-The construction company must bring the road and the landscaping back to its original condition.

Q-Will the construction company restore the meadow?

A-Yes. And they will improve it some also.

Q-Where is the Wellness Center during the Transition?

A-The Wellness Center is temporarily relocated in the Sheridan Building.

Q-How much of an area will be closed off for resident use during the construction? I like my walks around campus.

A-The majority of roads and paths will be open. Only those roads and paths around the Scott Building will be fenced off.

Q-Will the Rose Chapel be affected?

A-The Rose Chapel will still be open, but with protected access.

Q-Since all the services are up here, do we still have a shuttle bus?

A-Yes, LaGarde will be open and Sheridan will be renovated for Assisted Living. Busses continue to run to the pond and golf course.

Q-What about the bus schedule?

A-Schedules are the same but drop off and pick up locations changed. When Scott closed in December, the buses were picking up in front of Sheridan. Buses pick up behind Sheridan at the Fitness Center exit.

Q-When the Commons is done, will everything in Sherman move there?

A-The artists, the AFRH-W Director, Safety, and Security will move to the new Commons building. The Corporate AFRH staff will remain in Sherman. Because of Sherman's historic value, we need to keep it occupied.

Q-So are all these changes temporary?

A-Mostly. The chillers and IT are permanent relocations. The library and dining will move into the new Commons Building. About 1/3 of the current AAFES store will be given up for the chillers.

Q-Are the food service personnel the same during this transition time?

A-Yes. Many have to work in LaGarde. The basement of Sherman has the refrigerator and salad preparations so some workers are located there.

Q-Where will ambulances drive up to the new Commons?

A-As of the plans finalized in March 2010, the ambulances will drive up to the ground level near the loading dock.

Q-What happened to the big paintings/murals in the Scott Library?

A-All the paintings were removed and stored. In the new building(s), the murals will be displayed in various corridors and walls.

Q-Is there WIFI in Sheridan?

A- Only in common areas as well as in common areas in Sherman.

Q-How can we residents make suggestions for the project?

A-The best way would be to attend the focus group meetings and participate.

Q-How will you disseminate information? Will there be Town Hall meetings on Scott Project?

A-The Director has been asked to discuss Scott Project during the Town Hall meetings. We will talk monthly to you residents on the committee. We will work together on any hot topics.

Q-The Sheridan only has laundry in the basement whereas Scott has a laundry on each floor. Can we make Sheridan so it has a laundry on each floor?

A-We will look into it.

Q-Does AFRH plan to coordinate any of these plans with the Lincoln Cottage?

A-There is no relationship between them and our plans. They are part of our process.

Q-What is the size of the new building?

A-The plan is to fit it into the current footprint of the existing Scott. Concept plans are posted on [www.afrh.gov](http://www.afrh.gov).

Q-Is it going to be easier to accommodate the needs of residents?

A-Yes. We plan to eliminate the extensive need for transportation. We will improve the quality of life for residents.

Q-Where will arts and crafts go?

A-We plan to have divided compartments like are now in Sherman.

Q-Will there be any activities in the Sherman?

A-All activities will be in the new Commons and Sheridan. The high cost of maintenance of the older facility precludes using that space for resident activities. Corporate will occupy some space and the rest will be leased out.

Q-What kind of pool is planned?

A-The pool will be a therapy pool deep enough to do laps. It will not be deep enough to dive into. It will be very similar to Gulfport's pool.

Q-What is the concept for the Artists' Colony?

A-The room will be a large open space with lockers for supplies and easels. No individual dedicated rooms are planned.

Q-What about the veterans from Iraq?

A-Eventually there may be more demand. Right now we are working on having 2 equal size facilities so we can reduce costs before we can grow. We are implementing our "aging in place" concepts.

Q-How long will it take to install the keyless entry system on each room?

A-Installation takes about 15 minutes. Each system is battery operated and guaranteed to operate for 1 full year.

Q-What happens if the battery is low on the keyless entry?

A-The unit starts to flash 4 yellow lights. Campus Operations will have all units on preventative maintenance so that batteries are changed before they are low.

Q-When will the installations on keyless entry begin?

A-Installation will be based on fund availability, but definitely before 2013.

Q-What happens if the keyless entry breaks? Does a resident have to pay for that?

A-No, that is part of facilities maintenance.

Q-Can the key card get demagnetized?

A-That is not the kind of system AFRH is purchasing. All directions will be formulated in a resident guide as the time gets closer to implementation.

Q-Will AFRH-Washington have Guest Rooms after Scott is demolished?

A-During the transition starting at the end of February 2011, there will be 6 guest rooms on the second floor, 3<sup>rd</sup> wing in Sheridan, but without laundry access. Also, Resident Services has a list of hotels that offer guests a discount. Currently, AFRH has programmed 6 guest rooms into the new Commons Building.

Q-Will I have Internet/Phone service in my room?

A-Yes, you will. However, AFRH is currently (August 2009) conducting a study to upgrade all IT services to the campus and will have the results implemented during the transition. Residents will have choices for service providers (including FIOS) but

you have to contract individually with the service provider. AFRH will set up a Focus Group to get resident input.

Q-My private phone does not work in Sheridan.

A-Resident Services is working with Verizon to correct the problem.

Q-Will I have an in-house (Class C) phone?

A-No. Homefree will include an emergency button.

Q-Are there any phones to call in-house?

A-House phones are on every floor in Sheridan on the right and left sides of the elevators. The pay phone in Scott was moved to Sheridan near Recreation Services.

Q-Regarding the new telephones in the halls in Sheridan, what are they connected to?

A-Telephones will be placed in each wing starting in May 2011. They can reach only campus numbers. Residents should dial 4 digits only for offices, security, and admin offices.

Q-What phones can we have in our rooms?

A-Residents can get landlines through local providers.

Q-What about personal phone numbers?

A-If you have a landline, Resident Services encourages you to put your personal phone number in the computer database, but those personal phone numbers will not be for sharing.

Q-Can we have a list of private phone numbers if everyone has their own phone?

A-AFRH will help compile a list, but if you do not want your number distributed, please let us know. AFRH will not give or release phone numbers.

Q-How will I be able to call for help?

A-There is a pull cord in each room.

Q-Where can I see the conceptual drawings?

A-All are posted and updated at [www.afrh.gov](http://www.afrh.gov), in showcases, and in the AFRH Communicator.

Q-Where will Assisted Living be located after the construction?

A-On the second and third floors on the south end of Sheridan.

Q-What are the plans for Long Term Care, Memory Support and Assisted Living?

A-All rooms will be single occupancy both in the new building and for Assisted Living in Sheridan.

Q-Will there be a museum in the new plan?

A-The artifacts of the Soldiers' Home will be displayed throughout the facility. In the Hall of Heroes, personal items from current and former residents will be displayed.

Q-What is the concept for the Hall of Heroes?

A-Simple, elegant, and representative of all military services. Items such as uniforms from AFRH residents are being collected.

Q-Where will extra storage spaces be located for residents?

A-None will be provided.

Q-Should residents be attending the architectural concept meetings?

A-AFRH intends to get feedback through the focus group sessions. No individual residents need to go to those meetings because all the concepts are presented at these focus group meetings. All residents have equal input.

Q-Does AFRH need approval from NCPC and has it received it yet?

A-Yes, NCPC has approved everything so far. Final approval was given in September 2010.

Q-After the transition period, what will happen to the rooms occupied by services in the Sheridan?

A-Rooms will become available for residents.

Q-What is going on with the renovation of the club house at the Golf Course?

A-During 2011 there will be focus groups with residents to update the plans. After the plans are approved, then a contractor will be hired (in Fall 2011).

Q-If a resident moved to Gulfport and wants to come back to DC, what does he do?

A-Contact Public Affairs and get on the waiting list.

Q-How long is the waiting list for AFRH-W?

A-About 2 years.

Q-What is the maintenance service call number?

A-3242 or 3241 to place a service request.